

Accountability Report Transmittal Form

FY 2003-2004

Agency Name:	South Carolina State Library
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Section I – Executive Summary

I.1. Mission and Values

Mission

To improve library services throughout the state and to ensure all citizens access to libraries and information resources adequate to meet their needs. The State Library supports libraries in meeting the informational, educational, cultural, and recreational needs of the people of South Carolina.

Values

- *Quality.* We endeavor to provide services of the highest quality.
- *Knowledge.* We believe that a well-trained and knowledgeable staff is our greatest asset.
- *Freedom of Information.* We believe in the fundamental freedoms inherent in a democratic society and support the Library Bill of Rights and the Freedom to Read Statement.
- *Access to Information.* We believe that all citizens, regardless of socioeconomic, geographic, cultural or educational status, deserve access to quality library and information services.
- *Equitable Treatment.* We believe information services should be delivered in a fair and unbiased manner.

Vision

To be a major leader in the planning and implementation of effective informational and library services for the people of South Carolina and to be recognized as a vital component of the State's information and education infrastructure.

I.2. Major Achievements from Past Year

- Planned & implemented new integrated library system migration
- Enhanced DISCUS – South Carolina's Virtual Library
 - Redesigned K-12 Web site to improve user access
 - Added two new databases to meet user needs
- Redesigned "SConnects@the Library" Web site
- Spearheaded participation of South Carolina public libraries in the state's interagency mail system
- Provided South Carolina Literary Map provided to statewide K-12 schools and to public libraries
- Obtained \$217,000 Bill and Melinda Gates Staying Connected grant for public libraries
- Partnered with the University of South Carolina – School of Library and Information Science
 - Economic Impact Study of South Carolina Libraries
 - Palmetto and Pine Recruitment
- Received the 2003 Francis Keppel Award for excellence in library data collected, edited and submitted to the National Center for Education Statistics (NCES).

- State Library staff member honored by the South Carolina Library Association (SCLA) with the SCLA Lifetime Achievement Award

I.3. Key Strategic Goals for Present and Future Years

- Provide information resources and services to meet the needs of the people of South Carolina
- Provide statewide programs to support local library services
- Serve as the advocate for the contributions that libraries make to education and economic development in South Carolina
- Encourage partnerships that enhance statewide delivery of library and information services
- Continuously improve State Library operations

I.4. Opportunities and Barriers That May Affect Success in Fulfilling Mission and Achieving Strategic Goals

Opportunities	
<ul style="list-style-type: none"> ❑ Experienced and knowledgeable staff ❑ Collaboration/partnership with agencies and organizations having similar goals, objectives ❑ Availability of federal dollars for critical initiatives ❑ Development of viable workforce succession plan ❑ State Library administration of SC Education Lottery Act funding 	<ul style="list-style-type: none"> ❑ Provision of information resources and services electronically ❑ Utilization of technology to improve administrative functions ❑ Improvements in integrated library systems ❑ Targeted promotion of programs and services ❑ Virtual library technologies ❑ Continuation of successful programs and identification of new programs
Barriers	
<ul style="list-style-type: none"> ❑ Small agency with limited resources ❑ Challenging economic times ❑ State budget reductions ❑ Unfunded staff positions ❑ Uncertainty of agency restructuring ❑ Senior staff approaching retirement 	<ul style="list-style-type: none"> ❑ Difficulty of recruitment of staff due to non-competitive state salary structure ❑ State aid funding levels at \$1.00 per capita (a 50% cut since FY 01) ❑ Use of more electronic publishing by state agencies hinders documents collection and preservation

I.5. How the accountability report is used to improve organizational performance

The report is used to:

- Focus the agency's Management Team on critical needs
- Maintain awareness of Malcolm Baldrige performance excellence criteria
- Coordinate and align strategic planning
- Annually review agency activities
- Monitor and document the agency's progress toward its goals and objectives
- Outline and develop improvement strategies
- Facilitate input from stakeholders (internal and external) and key customers
- Disseminate information and communicate progress to these groups
- Foster collaboration across departmental lines and with external organizations
- Target functions of internal committees/work teams
- Identify budgetary needs
- Facilitate consensus building
- Identify measurement and evaluation methods

Section II – Business Overview

II.1 Number of Employees

- The State Library has authorization for 50 full time equivalents
- 14 are federally funded
- Of the 36 state funded positions, only 28 of these are filled
- The State Library operated the fiscal year with 78% of its authorized staffing needs

II.2 Operation Locations

The agency operates from two facilities in Columbia, SC. Administration, Finance and Business Operations, Talking Book Services and its collections and reading room, and Library Development Services are located at 1430 Senate Street. Information Services, Collection Management Services, Network Services, the DISCUS Program, collections, other information resources, and public reading rooms and computer workstations are located at 1500 Senate Street.

The 1430 Senate Street facility has two meeting rooms available for use by other library organizations and by South Carolina State government agencies. The 1500 Senate Street facility has a fully equipped and up-to-date computer training room.

II.3 Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

	02-03 Actual Expenditures		03-04 Actual Expenditures		04-05 Appropriations Act	
Major Budget Categories	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$1,585,099	\$1,228,036	\$1,443,190	\$994,089	\$1,512,897	\$899,953
Other Operating	\$3,674,430	\$2,691,700	\$3,803,149	\$2,743,457	\$2,353,365	\$1,246,133
Special Items	\$	\$	\$	\$	\$	\$
Permanent Improvements	\$	\$	\$	\$	\$	\$
Case Services	\$	\$	\$	\$	\$	\$
Distributions to Subdivisions	\$7,192,687	\$4,920,331	\$7,297,001	\$4,318,260	\$4,386,692	\$3,766,692
Fringe Benefits	\$447,132	\$341,509	\$409,226	\$277,009	\$439,437	\$261,284
Non-recurring	\$	\$	\$	\$	\$	\$
Total	\$12,899,348	\$9,181,576	\$12,176,214	\$8,332,815	\$8,692,391	\$6,174,062

Other Expenditures

Sources of Funds	02-03 Actual Expenditures	03-04 Actual Expenditures
Supplemental Bills	\$	\$
Capital Reserve Funds	\$	\$
Bonds	\$642,179	\$829,447

Interim Budget Reductions

Total 02-03 Interim Budget Reduction	Total 03-04 Interim Budget Reduction
\$705,964	\$67,675

II.4 Major Programs Area Chart (See attachment)

II.5 Key Customer Segments Linked to Key Products/Services

Key Customer Segments	Key Products/Services
Members of the General Assembly, Governor's Office, other elected officials and state government employees	<ul style="list-style-type: none">▪ Collections and borrowing privileges▪ Reference and research services▪ Training in use of online databases▪ Access to electronic resources, including DISCUS - South Carolina's Virtual Library
Multi-type libraries (public, school, special and academic)	<ul style="list-style-type: none">▪ State and federal grants management▪ DISCUS▪ Interlibrary loan▪ Consultant services & advocacy▪ Statewide children's summer reading program▪ Staff training
Citizens with disabilities	<ul style="list-style-type: none">▪ Special format reading materials/equipment▪ Postage-free home delivery of materials▪ Readers' advisory service & toll-free access▪ Summer reading program for children▪ Referral to other disability services▪ Assistive technology computer workstations
Citizens of all ages and interests	<ul style="list-style-type: none">▪ Interlibrary loan, reference and research services through local public libraries▪ On-site use of collections and services▪ DISCUS▪ Grants research collection and services

II.6 Key Stakeholders (Other than Customers)

- ❑ Statewide disability consumer groups (e.g., National Federation of the Blind of South Carolina, American Council of the Blind of South Carolina, etc.)
- ❑ South Carolina State Library Board
- ❑ South Carolina State Library Foundation

II.6 Key Stakeholders (Other than Customers) (cont'd)

- Collaborative entities:
 - Assistive Technology Advisory Committee (ATAC)
 - Association of Public Library Administrators
 - BEST Center (Books, Evaluation, Selection, Training)
 - First Steps to School Readiness
 - Friends of South Carolina Libraries
 - K-12 Technology Committee
 - Palmetto Archives, Libraries, and Museums Council on Preservation (PALMCOP)
 - Palmetto Book Alliance
 - Partnership Among South Carolina Academic Libraries (PASCAL)
 - South Carolina Arts Commission
 - SC Association of School Librarians
 - South Carolina Department of Archives & History
 - South Carolina Department of Education
 - South Carolina Educational Television (SCETV)
 - South Carolina Humanities Council
 - SC Library Association
 - South Carolina Partnership for Distance Education,
 - Special Libraries Association/South Carolina Chapter
 - University of South Carolina School of Library and Information Science

II.7 Key Suppliers

- Vendors
 - Equipment
 - Library materials
 - Software
 - Electronic database information
 - Integrated library systems
 - Telecommunications
 - Cataloging
 - Staff development and training
- Institute of Museum and Library Services
- United States Government Printing Office
- Library of Congress, National Library Service for the Blind & Physically Handicapped
- Divisions/departments of the South Carolina Budget and Control Board
 - Inter-Agency Mail, Supplies & Surplus Property
 - Facilities Management
 - Office of Materials Management, etc.

II.8 Organizational Structure *(See attachment – Organizational Chart)*

The South Carolina State Library is an independent state agency governed by a board of seven members appointed by the Governor, with one member from each Congressional District and one from the state at large. Members serve five-year terms and may be reappointed.

Statutory authority for the South Carolina State Library is provided by Title 60, Chapter 1 of the Code of Laws of South Carolina. Originally authorized in 1929 and known as the State Library Board, the public library extension agency was first funded in 1943. It was redesignated the South Carolina State Library with a broad range of responsibilities by Act 464 of 1969. The legislation was recodified, and new functions were authorized by Act 178 of 1985.

The Director, appointed by and accountable to the Board of the South Carolina State Library, is responsible for the operation of the agency. The Deputy Director manages daily agency activities and works closely with the Director. Departmental and program directors work with both to coordinate all aspects of State Library programs and services.

Major functions concentrated at the administrative level include:

- Administering and coordinating Library Services and Technology Act (LSTA) and State Aid grant and lottery funds that support statewide public library services and programs
- Coordinating state and federal reporting activities
- Planning, monitoring and evaluating State Library programs, services, and public relations/marketing activities.

The State Library's organizational structure reflects a collaborative team management environment. The Director of the Division of Statewide Library Services coordinates and monitors the activities of three major departments and a statewide program. Departmental directors manage the activities that enable the agency to meet its goals and objectives. Within this structure, the Network Services unit and the Finance & Business Operations Department function to provide support for all customer groups and all departments/programs.

Departmental/Program Descriptions

Finance and Business Operations

- Provides management of finances, procurement, human resources, and facilities
- Supports the administration of state aid, federal grants, and pass-through lottery and bond funds to public libraries
- Provides guidance to administrative staff for budgeting and other related matters
- Provides guidance to consultant staff working directly with public library administrators
- Interprets governmental regulations and procedures

Talking Book Services

- Provides free library and information services to citizens with disabilities that include:
 - Special format reading materials and specialized playback equipment
 - Postage-free home delivery of materials
 - Readers' advisory service with toll-free telephone access
 - Summer reading program for children
 - Referral to other disability agencies and services
 - Assistive technology computer workstations

Collection Management Services

- Acquires, catalogs, preserves, and makes available all materials used in the library program
- Maintains the library's collection database
- Provides collection management consultant services to public libraries statewide

Information Services

- Provides research services to state government agencies, the General Assembly, the Office of the Governor, and to other elected officials
- Provides statewide reference and interlibrary loan services that supplement public library collections and services
- Provides orientation to the State Library and seminars on accessing electronic information to state government agencies
- Selects materials for inclusion in the library's collections
- Coordinates the South Carolina State Documents Depository system
- Maintains and enhances the South Carolina State Library web site to provide quick, organized access to information on State Library services, a gateway to essential information on South Carolina State Government and a portal to other electronic resources

Library Development Services

- Provides consultant services to public libraries, Boards of trustees and library supporters that include:
 - Guidance on special public library development projects such as new public library construction
 - Liaison to statewide Friends of South Carolina Libraries
 - Securing and properly administering federal and state grants for the improvement of local library services
 - Advice and guidance on human resources, marketing, children and youth services, adult services, extension services, budgets, volunteer services, library automation and training of new board/trustee members
- Facilitates the development of collaborative partnerships with multi-type libraries and related agencies and organizations statewide
- Plans, coordinates and delivers statewide continuing education events/training sessions

Network Services Unit

- Provides an array of technical and communications support and guidance to the agency and to public libraries
- Coordinates, operates and maintains the South Carolina Library Network—a computer-based communications system that facilitates statewide sharing of library resources
- Coordinates with the Office of the Chief Information Officer the Universal Service Support Mechanism (E-Rate) to provide eligible public libraries and schools with affordable telecommunications access
- Facilitates remote access to State Library electronic resources and DISCUS databases

DISCUS Program

- DISCUS—South Carolina's Virtual Library:
 - Provides state residents with free online access to subscription library resources through schools, colleges and public libraries, including 24/7 access from home and office
 - Delivers training to library and technology staffs at schools, colleges and public libraries
 - Provides consulting and support services to library and technology staffs at schools, colleges and public libraries

Section III – Elements of Malcolm Baldrige Award Criteria

Category 1 – Leadership

1.1. How do senior leaders set, deploy and communicate:

1.1a. Short and long Term Direction

The agency's Management Team sets, deploys, and communicates direction using a three-year strategic plan and an annual business plan. (*See Section I – Executive Summary and Section II.8 – Organizational Structure*)

1.1b. Performance Expectations

The strategic and annual business plans establish priorities for the agency, provide guidance to the staff and inform stakeholders. The plans are posted on the agency intranet for easy access by staff. Progress is monitored at semi-monthly Management Team meetings. Managers link performance appraisal criteria to both plans. Administration keeps staff informed of agency operations and plans through quarterly staff meetings, regular departmental meetings, and through email communications.

1.1c. Organizational Values (*See Section I.1 – Executive Summary*)

1.1d. Empowerment and Innovation

Work teams function in an advisory capacity to the Management Team. Team Chairs and key staff participate in Management Team meetings as needed. Work teams provide critical feedback for evaluation of existing programs and services. Teams include:

- Accountability
- Emergency & Safety
- Resource Sharing
- Public Relations
- Continuing Education
- Home Page
- Lion's Roar (staff newsletter team)
- Staff Development
- LSTA (federal grants review team)

1.1e. Organizational and Employee Learning

Supervisors provide ongoing task-specific training and the agency has a formal staff development, training and orientation program. The program is coordinated by the Staff Development Team, which is chaired by the Continuing Education (CE) Coordinator. The program is supported by a staff development and training plan. The plan is reviewed regularly, is posted on the agency intranet, and emphasizes identification of opportunities that can provide job performance improvement. The CE coordinator monitors the implementation of the plan.

1.1f. Ethical Behavior

The agency's overall operational structure, mission, and values provide the ethical framework for its operation. (*See Section I – Executive Summary*) The agency has adopted the Ethical Principles for South Carolina State Government Service and the American Library Association's Code of Ethics.

1.2. How do senior leaders establish and promote a focus on customers?

This is done through use of:

- A customer-focused strategic plan
- Monthly departmental meetings where customer needs are emphasized
- Formal user satisfaction surveys that solicit customer input
- Consumer and stakeholder advisory committees for feedback on programs and services
- Communication through newsletters, meetings, correspondence, direct contact, etc.
- Agency-sponsored opportunities for customers to network and discuss common management, customer service, program and policy issues

1.3. How do senior leaders maintain fiscal, legal, and regulatory accountability?

- Agency director approves all major budgetary matters
- Fiscal oversight of federal and state grant programs by the Finance & Business Operations department
- Adherence to general state administrative policies
- Deputy director serves as the designated Library Services & Technology Act (LSTA) grants coordinator and attends all required federal meetings
- Strict adherence to all state and federal enabling legislation
 - Code of Laws of SC – Section 60
 - Code of Laws of SC – Title 59
 - US Code of Laws, PL 89-522, PL 104-197, and PL 105-128
- Meeting all federal and state reporting requirements which include but are not limited to:
 - Federal government - Institute of Museum and Library Services and Library of Congress, National Library for the Blind and Physically Handicapped
 - State of S.C. – Budget & Control Board, Comptroller General's Office, Office of the State Treasurer, etc.
- Timely processing of vendor payments and public library allocations
- Monthly review of budget accounts & expenditures
- Budget planning meetings

1.4 What key performance measures are regularly reviewed by your senior leaders?
(Actual results are to be reported in Category 7)

See Section III, Category 4- Information and Analysis, 4.1 and Category 7 - Results

- Customer Services
- Library Consulting Services
- DISCUS Services
- Staff Development and Training Services
- Collection Management Services
- Grants and Financial Services
- Children and Youth Services

1.5. How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?

The agency's Staff Development Committee provides a mechanism for staff to communicate concerns or provide suggestions for improvement. Additionally, every employee has access, both formal and informal, to managers and supervisors at all levels.

Organizational performance review findings are incorporated into action steps developed during each annual business planning cycle. Semi-monthly Management Team meetings are used to assess progress toward agency objectives, to discuss employee concerns and to develop strategies for improvement.

1.6 How does the organization address the current and potential impact on the public of its products, programs, services, facilities and operations, including associated risks?

- Development and monitoring of the strategic and annual business plans.
- Immediate contact with the Office of General Services to ensure facilities are well-maintained and accessible
- Regular updates of the agency's web site for accessibility standards compliance
- Continual evaluation of programs
- Compilation and monitoring of customer use data
- Analysis of data to determine the usefulness and effectiveness of program services
- Utilization of various methods to obtain customer feedback, such as advisory committees, public and other library site visits, electronic discussion lists, etc.

1.7 How does senior leadership set and communicate key organizational priorities for improvement?

The annual business plan is the major document used to communicate key organizational priorities for the year. Departmental Directors review it with staff during departmental meetings and inform them of progress toward goals as well as problems that may impede the agency's progress. External and internal customers are informed through use of the agency's web site, intranet, newsletter, etc. Meetings are held with stakeholders as appropriate.

1.8. How does senior leadership and the agency actively support and strengthen the community?

- Support staff participation in national, state, and local professional organizations
- Use flexible scheduling and professional leave
- Support staff service on appropriate state government committees, task forces, etc.
- Encourage supportive relationships with key customer groups
- Support agency annual participation with community groups and causes, such as the United Way, American Red Cross, Harvest Hope Food Bank, and South Carolina Educational Television Foundation's fundraising appeals

Category 2 – Strategic Planning

2.1. What is your Strategic Planning process, including participants, and how does it account for:

a. Customer needs and expectations

The annual planning process provides a mechanism for alignment of staff and customer expectations. The agency's Management Team annually develops a three-year strategic plan, which is adopted by the State Library Board. The current plan includes five strategic goals (*See Section I, Executive Summary, I.3*). An annual business plan that includes action items with a detailed timeline for accomplishment within a specified fiscal year is also developed. (*See Category I – Leadership: 1.1a, 1.1b, and 1.7*)

The agency obtains information about the needs and expectations of its key customers (*See Section II, Business Overview, II.5*) through a variety of methods. (*See Category I – Leadership: 1.2*) The agency's success in obtaining support from the General Assembly for inclusion of public libraries in lottery funding packages continues and allows for technology planning that otherwise would not be feasible. To meet customer needs and expectations, the agency places special emphasis on keeping pace with technological changes.

b. Financial, societal and other risks

The adequacy of state appropriated dollars for the enhancement and maintenance of human resources and the development of new programs and services is a primary consideration in the strategic planning process. Guidelines for the use of federal funds are continually monitored for changes that could potentially impact services. Planning includes evaluation of methods for the administration of federal funds to effectively supplement state dollars and to expand partnerships for the benefit key customers.

c. Human resource capabilities and needs

Planning for performance excellence, although at times difficult due to budgetary limitations, is of key concern. *(See Section II, Business Overview, II.1)* The Management Team is cognizant of the agency's limited human resources. However, creative management, coupled with the efforts of a dedicated staff, has allowed the agency to experience progress.

d. Operational capabilities and needs

60% percent of the overall State Library general fund appropriation is state aid administered to county/regional libraries. This appropriation allows the agency to meet its goal of providing information access, through local libraries, to the general public. Nevertheless, the imbalance leaves the agency with an extremely small state appropriated budget for operations. Compensating for an extremely limited operating budget is a consistent factor in the development of the agency's strategic and annual business plans. *(See Section II, Business Overview, II.2)*

e. Suppliers/contractor/partner capabilities and needs

The agency's strategic and annual business plans address suppliers and contractors as appropriate for significant projects. Additionally, planners take into consideration the needs of partners. Partners working with the agency are able to accomplish goals and to meet objectives that they cannot realize independently—and the same is true for the agency.

2.2 What are your key strategic objectives? (Address in Strategic Planning Chart)

(See Strategic Planning Chart and Section I – Executive Summary, I.3)

2.3. How do you develop and track action plans that address your key strategic objectives? Note: Include how you allocate resources to ensure accomplishment of your action plans.

(See Section III, Category 1 – Leadership, 1.1a, 1.1b, 1.7, and 2.1a)

Action plans include assignment of lead departments and other staff necessary for accomplishment. A fiscal year timeline for action is included. Departmental directors review action plans with staff. Staff assignments are linked to employee position descriptions. Budgetary resources are allocated to meet strategic objectives, e.g., funds are estimated, sought, and if obtained, placed in reserve to cover major projects such as automation upgrades. Because key performance measures regularly reviewed are incorporated within the strategic plan, the agency's action plan has the same focus.

2.4 What are your key action plans/initiatives? (Address in Strategic Planning Chart)

(See Strategic Planning Chart)

2.5 How do you communicate and deploy your strategic objectives, action plans and performance measures?

(See Section III, Category 1 – Leadership 1.1b, 1.2, 1.5 and 1.7) Staff are encouraged to provide input about plans and are praised for efforts that result in progress toward goals. Progress reports are presented to the State Library Board during bi-monthly meetings.

2.6 If the agency’s strategic plan is available to the public through the agency’s Internet homepage, please provide an address for that plan on the website.

<http://www.statelibrary.sc.gov/pubs/stplnind.html>

Category 3 – Customer Focus

3.1 How do you determine who your customers are and what their key requirements are?

Key customers are identified through interpretation of the agency's mission, vision, values, and authorizing legislation. *(See Section II – Business Overview, II.5 and II.6)* The agency’s ultimate key customer is any citizen of the state. Some stakeholders communicate key requirements through their direct participation in agency boards and committees. Other customer key requirements are determined through various methods *(See Section III – Category 1 – Leadership, 1.2, 1.4 and 1.6)* but all customers require information resources and services. *(Continued on page 16 – see chart)*

Key Customers	Key Requirements
State government and members of the General Assembly	<ul style="list-style-type: none"> ▪ Broad range of up-to-date reference, research, and support materials (print and electronic) relevant to agency goals and objectives ▪ Superior personal service and timely response
Public library administrators and their staffs	<ul style="list-style-type: none"> ▪ Statewide programs and professional consultant services that support delivery of local library services to citizens ▪ A centralized collection that eliminates local purchasing of expensive specialized materials ▪ Access to a highly skilled research and technical staff for training and research assistance ▪ Responsible management of state and federal grant programs for the improvement of local library services
Citizens of all ages and interests	<ul style="list-style-type: none"> ▪ Access to essential learning resources provided through DISCUS - South Carolina's Virtual Library
Citizens with disabilities	<ul style="list-style-type: none"> ▪ Accessible collections that support information needs ▪ Statewide toll-free access for personalized one-on-one service from a professional staff ▪ Adaptive playback equipment ▪ Assistive technology computer workstations ▪ Referrals to other disability services

3.2. How do you keep your listening and learning methods current with changing customer/business needs?

Selected staff attend training opportunities to keep current on new and established methods for evaluation of the effectiveness of programs and services. (*See Category 1 – Leadership, 1.1e, 1.2, 1.6 and 1.7; Category 2 – Strategic Planning, 2.1a*) Additionally, when upgrades are implemented for the agency's technology infrastructure, components that can enhance the process for obtaining customer feedback and other related data are incorporated as feasible.

3.3. How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?

- To pinpoint service areas needing improvement or elimination
- To establish program priorities

- To assist public libraries with technology planning
- To target federal LSTA sub-grant funds
- To improve training programs
- To facilitate long-range planning
- To establish budget priorities
- To seek technology assistance grants, e.g., Bill and Melinda Gates Foundation “Staying Connected” grants

3.4. How do you measure customer/stakeholder satisfaction?

- Personal contact (public services staff communicate customer comments and suggestions)
- Monitoring relevant publications
- Evaluating customer usage statistics and survey/needs assessments results
- Informal networks and professional affiliations

3.5. How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.

- One-on-one customer/employee interaction that includes superior personal service, responsiveness to service needs, and immediate and appropriate follow-up to concerns.
- Proactive engagement in collaborative opportunities (*See Section II- Business Overview, II.6*)

Category 4 – Information and Analysis

4.1. How do you decide which operations, processes and systems to measure for tracking financial and operational performance?

Key determining factors are:

- Correlation with the agency’s strategic plan and with budget allocations
- Efficiency and feasibility of data collection—data collected and reported annually must provide an accurate measurement of operational performance. (*See Category 4 – Information & Analysis, 4.2*)
- Systems and processes related to customer and stakeholder needs are targeted
- Alignment with data collection standards used by libraries nationwide [the agency is represented on advisory committees to National Center for Educational Statistics (NCES)]
- Changes in national data collection trends
- Data not covered in national reports but that reflect improvement of local level library services, e.g., public library financial data (*See Section III, Category 1 – Leadership, 1.4*)
- State/federal compliance regulations determine key measures for financial performance (*See Section III, Category 2 – Strategic Planning, 2.1b*).

4.2. What are your key measures?

- Traditional library measures such as number of customers, size of materials/resources collections, number of new patrons registered, use of resources (all formats), interlibrary loan use, etc.

4.2 (Key Measures – cont'd)

- DISCUS usage statistics
- DISCUS cost avoidance for libraries and schools
- Consulting services activity (site visits, phone contacts, etc.)
- Numerical data on all agency programs, services, facilities, and staff
- Customer transactions (all public services functions, e.g., reference questions researched)
- Volunteer service (number and time contributed/cost equivalent)
- Promotional statistics (relationship to increase in usage)
- Networking activity (server availability, web site use, E-rate funds awarded to public libraries, etc.)
- Training/Continuing Education (sessions/participants)
- Federal grants activity (dollars requested by sub-recipients vs. awarded, number of successful programs, etc.)
- Library funding/budgets
- Web page statistics

(See Section III, Category 1 - Leadership, 1.4)

4.3. How do you ensure data integrity, timeliness, accuracy, security and availability for decision making?

- Electronic data checks ensure that public library data collected are accurate; data received are reviewed, and consultants contact libraries when data fail established edit checks or manifest other problems.
- Staff position descriptions and EPMS documents include job functions for data compilation/analysis to ensure that appropriate staff time is allocated and to provide a mechanism for timeliness of data collection and publication. Departmental directors and key staff are required to submit monthly reports that include key statistical data.
- Financial data received is reviewed and evaluated by the Director of Finance and Business Operations; determination of accuracy of financial data is accomplished through examination of public library audit reviews, programmatic and financial compliance, detailed checks of all formal financial reports submitted by grants-in-aid recipients, etc.
- Measures are in place to ensure confidentiality when appropriate.
- Data are reported to the National Center for Education Statistics for analysis and publication in State Library Agencies and Public Libraries in the United States
- The agency publishes the Annual Statistical Summary, which ranks South Carolina's public libraries, and the Annual Report that compiles in one source statistics from the State Library, public libraries, and academic libraries

4.4. How do you use data/information analysis to provide effective support for decision making?

See Section III, Category 1 – Leadership, 1.6 and 2.1a; Category III – Customer Focus, 3.3

- To determine service adjustments
- To identify and address training and promotion needs for DISCUS
- To determine selection of library materials and to target funds allocated

- To assess the quality and effectiveness of local library services, to determine areas for improvement, and as a basis for planning
- To develop a varied calendar of continuing education training events

4.5. How do you select and use comparative data and information?

The State Library uses state comparative data and published national data that are based on national standards and indicators. The agency's annual statistical summary of comparative public library data is used by the agency and other libraries to facilitate informed decision making on issues such as budget and personnel management, library construction, etc. The publications, State Library Agencies and Public Libraries in the United States, allow the agency to compare its services with other state libraries and afford comparisons between South Carolina's public libraries and those of other states. The agency submits data for these publications. The agency collects this data, as well as data unique to its mission and uses it to determine trends.

Comparative data and information are also used to:

- Assist with decisions related to the purchasing of resources (print and electronic), the development of continuing education programs, and the provision of consulting services.
- Project future needs, to make decisions about the allocation of scarce resources, to evaluate the strategic plan, and to assist public libraries with the development of local programs and services.

4.6. How do you manage organizational knowledge to accomplish the collection and transfer and maintenance of accumulated employee knowledge, and identification and sharing of best practices?

Succession and workforce planning have been and continue to be areas in need of improvement. Senior leadership is beginning to examine ways to address this. Training opportunities will be identified for future participation by appropriate staff.

Category 5 – Human Resources

5.1. How do you and your managers/supervisors encourage and motivate employees (formally and/or informally) to develop and utilize their full potential?

(See Section III, Category 1 – Leadership, 1.1d and 1.1e; Category 2- Strategic Planning, 2.1c)

- Identify, provide and support staff development and training opportunities
- Encourage and support employee participation through professional leave and flexible scheduling
- Support cross training
- Collaborate with the Staff Development Committee to address employee needs and concerns
- Strive to foster a supportive work environment
- Foster promotional opportunities

5.2. How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation and safety training?

(See Section III – Category 1 – Leadership, 1.1e and Category 2 – Strategic Planning, 2.1c)

In tandem with the Management Team and the Staff Development Committee, the Continuing Education (CE) Coordinator develops sessions for employee enrichment and skill building. Employees and their immediate supervisors assess needs and communicate and identify opportunities for professional growth. Additionally, managerial departmental needs assessments provide information that is used to target continuing education opportunities. Effectiveness of training opportunities is assessed through the use of a staff development evaluation report form and through one-on-one follow up with participants and supervisors.

5.3. How does your employee performance management system, including feedback to and from employees, support high performance?

The Employee Performance Management System (EPMS) is used to identify and praise employee accomplishments and to pinpoint performance improvement needs. It is also linked directly to the agency's compensation plan. The agency rewards employees with a record of consistent superior performance. However, budgetary constraints dictate when and how often this can be accomplished. Because of such, priority is placed on identifying promotional avenues that can be accompanied by salary adjustments or by review of the performance of additional duties—specifically those that significantly impact the agency's ability to meet its goals and objectives. Salary adjustment reviews are also undertaken when employees are assigned responsibilities that significantly increase the overall scope and complexity of a position.

5.4. What formal and/or informal assessment methods and measures do you use to determine employee well being, satisfaction, and motivation?

- Agency-wide surveys
- Informal communication with supervisors
- EPMS
- A managerial open door policy to encourage communication
- The Staff Development Committee to provide a comfortable venue for employees to communicate concerns
- Joint meetings between the Management Team and various work teams/committees
- Consideration of other formal/informal assessment methods as recommended by the Staff Development Committee

5.5. How do you maintain a safe, secure and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)

- Compliance with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation
- Taking immediate corrective action to eliminate deficiencies if assessed by the Safety Support Unit of the Office of General Services
- Inclusion of safety awareness in the new employee orientation process
- Identification of preventive measures to avoid workplace injuries
- Enforcement of the agency's smoke-free workplace policy
- Immediate corrective action to situations related to an employee's health
- Provision of safety updates, as warranted, to employees
- Selection of key staff for training as specified in the State of South Carolina Emergency Action Plan

Development of an effective Safety Committee continues to be a challenge. The agency's current business plan addresses this need. A reorganized Safety Committee will be charged with reviewing agency safety procedures and developing a plan for elimination of deficiencies. The Management Team will assist with development of an action strategy.

5.6. What activities are employees involved with that make a positive contribution to the community?

(See Section III, Category 1 – Leadership, 1.8)

Employees in each department are involved in community projects. Some participate individually and others through group participation with various entities.

- Church group activities:
 - Nursing home visits
 - Adoption of families for holiday gift giving
 - Food committees
 - Sunday school classes
 - Charitable fund raising drives
 - Sponsorship of birthday parties for disadvantaged children
 - Programs for juvenile delinquents
 - Sponsorship of foreign students
 - Establishment of foreign mission school library
- Community volunteer service:
 - God's Helping Hands
 - Jewish Cultural Arts Commission
 - American Lung Association
 - Harvest Hope Food Bank (after school and meal service programs)
 - Palmetto Health's Walk for Life
 - Crop Walk (local/world hunger elimination)
 - Parent Teacher Student Organization
 - American Legion Post
- Army National Guard service

Category 6 - Process Management (Address only the most critical requirements of your organization)

6.1 What are your key processes that produce, create or add value for your customers and your organization, and how do they contribute to success.

Key Design and Delivery Processes

Core Processes	Sub-Processes	Stakeholders
Research and Reference Services	<ul style="list-style-type: none"> ▪ Reference interview process ▪ Readers Advisory ▪ Playback equipment support ▪ Collaborative liaisons for service enhancements ▪ Interlibrary loan ▪ Special format materials lending ▪ Question answering ▪ Electronic information access training ▪ Web site enhancements ▪ Voice messaging ▪ State-wide toll free access ▪ Onsite personal service ▪ Referral to other state agencies/organizations 	<ul style="list-style-type: none"> ▪ State government employees ▪ General Assembly members & staff ▪ Other elected officials ▪ Libraries ▪ Blind citizens and those with other qualifying physical disabilities
Consultant Services	<ul style="list-style-type: none"> ▪ Facilities & Technology ▪ Human Resources ▪ Budget & Grant Services ▪ Data collection & synthesis ▪ DISCUS support ▪ Special populations 	<ul style="list-style-type: none"> ▪ Public library staffs ▪ Public library boards ▪ County officials ▪ South Carolinians ▪ School library staffs ▪ College library staffs
Administrative Services	<ul style="list-style-type: none"> ▪ Budget ▪ Financial Management ▪ Human Resources ▪ Procurement ▪ Data collection ▪ Facilities management ▪ Technology 	<ul style="list-style-type: none"> ▪ Elected officials ▪ State agencies ▪ Federal agencies ▪ Vendors ▪ Public library staffs ▪ SC State Library staff

Core Processes	Sub-Processes	Stakeholders
Collection Management Services	<ul style="list-style-type: none"> Acquire library materials Catalog library materials Maintain library materials Maintain library collection database Preserve library materials 	<ul style="list-style-type: none"> State agencies State agency employees Legislators & staff Other elected officials Libraries
Continuing Education Services	<ul style="list-style-type: none"> Education and training Certification of public librarians Data collection 	<ul style="list-style-type: none"> SC State Library staff School technology staffs Public, academic & institutional library staffs Public library boards
Advocacy and Marketing	<ul style="list-style-type: none"> Public relations Statewide marketing Education Partnerships 	<ul style="list-style-type: none"> Libraries Governments Elected officials
Network Services	<ul style="list-style-type: none"> Technology support WAN/LAN Computer applications Remote access technology Assistive technology Technology planning Web administration ILS support Technology infrastructure management 	<ul style="list-style-type: none"> State government employees Public libraries Federal agencies State agencies Blind citizens and those with other qualifying physical disabilities SC State Library staff

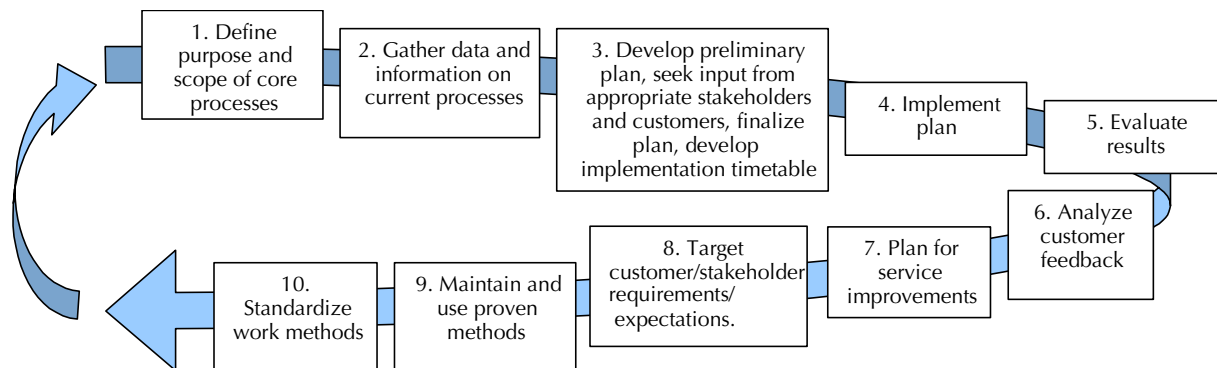
6.2 How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors into process design and delivery?

The agency faces many organizational challenges engaged in executing work that involves highly skilled and specialized staff. Performance metrics such as agenda planning, timeline planning, technology process integration, affinity diagramming, and related project/planning formation tools leverage the characteristics of process design and integrates the knowledge of highly skilled staff into the overall performance measures of the agency. These processes also allow key staff to be continually responsive to the changing needs of internal and external customers. A continuing challenge for the agency will be to develop optimal organizational

controls and measures that balance the agency's need for responsiveness to changing technology trends and customer needs.

6.3. How does your day-to-day operation of these processes ensure meeting key performance requirements?

The Management Team links all products and services to goals and objectives outlined in its strategic plan. The following model is used:



6.4. What are your key support processes, and how do you improve and update these processes to achieve better performance?

- Finance and Business Operations
- Network Services Unit
- Key Suppliers
- Key Partners

(See Section II – Business Overview, II.6, II.7 & II.8 and Section III, Category 2 – Strategic Planning, 2.1a, b, and c.)

New technologies are continually introduced. These include, but are not limited to the hardware and software upgrades. They enhance access to important information on state and federal government funding changes that directly affect local libraries' program and service improvements. Revision of online forms facilitates data submissions by public library staffs and improves the efficiency of internal administrative procedures.

A continual review of the agency's progress in meeting the goals and objectives of its annual business plan provides a mechanism for evaluating and developing strategies for enhancement of these processes as warranted.

Staff monitor automated ordering systems for compatibility with agency systems. These systems support economical purchasing and efficient lending of library materials. Statistics are monitored to verify acceptable turnaround times for materials ordered. Regular contacts are maintained with established library materials suppliers.

Continual communication is maintained with key partners/stakeholders. *(See Section III, Category 3 – Customer Focus, 3.5)*

Category 7 - Results

7.1. What are your performance levels and trends for the key measures of customer satisfaction? (A customer is defined as an actual or potential user of your organization's products and services.)

(See Section III, Category 1 – Leadership, 1.4; Category 3 – Customer Focus, 3.4; and Category 4 – Information and Analysis, 4.2, 4.3 and 4.5)

Key Measures	Key Cross References	Page #s
Customer Services		
Citizens with Disabilities	See Figures 7.2-1a – 7.2-1d	30-31
State Government and Citizens	See Figures 7.2-2a:7.2-2b	32
DISCUS Services	See Figures 7.2-3a: 7.2-3d	33-34
Children and Youth Services	See Figure 7.2-4	35
Library Consulting Services	See Figure 7.2-5	35
Staff Development and Training Services	See Figures 7.2- 6a:7.2-6b	35-6
Collection Management Services	See Figure 7.2-7	36
Grants and Financial Services	See Figure 7.2-8	36
Financial Performance	See Figure 7.3	37
Human Resources	See Figure 7.4	37

7.2 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

(See Section I – Executive Summary, I.1; Section II – Business Overview, II.5; and Section III, Category 3 – Customer Focus, 3.1)

The South Carolina State Library complies with all laws and regulations that govern the agency's central legal mandate.

CUSTOMER SERVICES

- *Citizens with disabilities*—(See Figures 7.2-1a:7.2-1d, pages 30-31)

Key results: The State Library actively promotes its Talking Book Services (TBS) program. The first step in meeting the information needs of blind South Carolinians and those with other disabilities is registration. In FY 04, 1,018 new customers were registered. At the end of FY 04, a total of 8,650 customers were registered with the Talking Book Services program, representing a slight increase of about 2% over FY 03.

Staff provide a variety of information services that require contact (email, phone, on-site, fax, and regular mail) with customers. The provision of personalized service to customers statewide is a major program priority. The toll-free access provided for customers allowed staff to service more than 16,000 customer calls during FY 04, while more than 500 Talking Book Services customers visited the library for on-site service and other assistance.

There were no statistically significant changes in the number of average monthly contacts for FY 04 (1,908) vs. FY 03 (1,917). The same is true of the average talking book circulation per registered customer, 30 vs. 31 for FY 03 and the total number of talking book materials provided, 262,736 vs. 261,455 for FY 03. In addition to the provision of special format materials, staff provided customers with more than 2,400 talking book machines during FY 04.

- ***State government and other citizens***—(See Figures 7.2-2:7.2-2b, page 32)

Key results: The Library's reference staff provides research assistance to state government employees to locate essential information needed to deliver services to citizens. The State Library continues to offer and promote electronic information databases that offer convenience and ease of use for state employees from their offices or home computers. Customer transactions, which consist of answering reference questions via telephone and in-person, as well as provision of print materials, have decreased as a result of technological improvements that afford efficient database retrievals and the provision of reference assistance via email—both of which show gradual increases. Retrieval of electronic information is increasingly in demand. To respond to this need, the State Library will begin offering its new “Ask a Librarian! Virtual Reference Service” in FY 05. Continued improvements to the agency’s Web site, which is a major source of information, allow state employees and the public to locate needed information. Hits to the web site increased by over 5% in FY 04.

DISCUS SERVICES

- (See Figures 7.2-3a:7.2-3d, pages 33-34)

Key Results: (See Section II – Business Overview, II.7) DISCUS continues to grow in value to state residents as evidenced by a consistent annual increase in usage. Over 6 million articles and other items were obtained through the program during the year, an 11% increase. The Web site hosted for K-12 user access was significantly enhanced, contributing to a 50% increase in use by schools. K-12 use of DISCUS exceeded 2.8 million items during the year, which is 47% of total use. Two new databases were added mid-year to help address citizens’ expressed need for additional newspaper and literature content. A cost analysis shows that centralized purchase of these databases through DISCUS continues to provide an annual “cost avoidance” of over \$22 million for the state’s libraries and educational institutions. As well, DISCUS continues to ensure that all state residents have equal access to a core of high quality electronic information and learning resources. DISCUS reached 833 attendees with its “train the trainer” program, a 37% increase. The increase is attributed to improvements in training delivery. DISCUS collaboration with partner agencies, particularly SCETV’s Knowitall, further benefited state residents by facilitating their access to high quality electronic information and learning resources produced by other state agencies.

CHILDREN AND YOUTH SERVICES

- (See Figure 7.2-4, page 35)

Key Results: One of the agency’s major contributions to the provision of children’s services is its coordination, through its Library Development Services department, of a statewide summer reading program. Across the state, thousands of children participated, attesting to the success of the program in encouraging children to maintain and enhance their reading

skills. It is estimated that 119 more children participated in FY 2004 than in FY 2003. (FY 04 data are based upon the average percentage change over the last three years. Actual data will be available October 2004.) Approximately 78,324 children (ages 3 to 11) participated based upon a percentage estimation. The State Library's sponsorship and coordination of the statewide summer reading program, in conjunction with four other southeastern states and private/public partnerships, has supported and enhanced the state's literacy initiative.

LIBRARY CONSULTING SERVICES

(See Figure 7.2-5, page 35)

Key Results: (See Section II – Business Overview, II.7) In FY 2004, contacts (consultations, site visits, telecommunications, attendance at board meetings, correspondence, and in-house consultations) made during FY 2004 to public, school, academic state, and institutional libraries, and other library-related groups increased to 5,963—a 7% increase. This increase can be attributed to reorganization of consultant staff duties for more effective delivery of services. Additionally, an increased emphasis on data collection from other departments providing consultation services resulted in more accurate statistical gathering.

STAFF DEVELOPMENT AND TRAINING SERVICES

- *(See Figures 7.2-6a: 7.2-6b, pages 35-36)*

Key Results: The State Library provides a Continuing Education (CE) program for school, college, and public libraries, state government employees, and internal staff. 122 training events were made available in FY 2004. The number of training events decreased by 34% and the number of participants decreased by 11%. Factors affecting the reduction in training statistics include:

- Previous Gates Training Grant completion
- Receipt of new Gates Staying Connected Grant offering competitive training funding grants with outside providers
- Reduction in amount of training sessions offered to state employees due to reduction in Information Services staff and budget
- Increase in public library consultant duties for the CE Coordinator

Although an overall reduction in training activities occurred, agency-sponsored training opportunities enhanced the skills of 2,088 employees of school, college, and public libraries and state employees. Additionally, internal agency employees were involved in 84 training events as opposed to 48 in FY 03, an increase of 75%.

COLLECTION MANAGEMENT SERVICES

- *(See Figure 7.2-7, page 36)*

Key Results: The State Library is committed to maintaining appropriate collections of library materials in various formats to supplement the collections of other libraries in the State and to meet the research and informational needs of state government. During FY04, the number of items added to the Library's collection decreased by approximately 4% resulting from the reduction of materials budget and the increasing number of documents published in electronic format by state agencies.

GRANTS AND FINANCIAL SERVICES

- *(See Figures 7.2-8 and 7.3, pages 36-37)*

Key Results: Even after experiencing FY 04 general fund interim budget reductions totaling more than \$67,675, the State Library's overall financial performance, particularly as it relates to the administration of appropriated dollars for the benefit of public libraries statewide, remained sound. Total agency expenditures were \$13,541,527—a 4% decrease from FY 03. In total, public libraries directly received \$6.5 million dollars—54% of agency expenditures—through state aid, federal grants, capital improvement bonds and the education lottery. Public libraries along with K-12 school media centers and academic libraries received direct benefit from DISCUS-South Carolina's Virtual Library, a \$2 million program comprising 15% of agency expenditures.

State expenditures for FY 2004 include general fund appropriation as well as \$1,633,000 transferred to the State Library through the K-12 Technology Committee for DISCUS.

Other expenditures for FY 2004 include capital improvement bond funds of \$829,447, and education lottery funds of \$1,500,000. These funds were authorized for public library programs and services.

Fully 64% of the overall State Library's general fund budget is pass through State Aid to public libraries. The State Library passed through to public libraries, statewide, \$7,297,001 in state, federal and other funds. The provision in the South Carolina Education Lottery Act provided \$1.5 million in funding to libraries for technology improvements. Although all public libraries are negatively impacted by the lack of adequate state funding, small and medium sized public libraries in less economically developed counties are particularly impacted.

The South Carolina State Library was awarded a \$217,000 grant from the Bill & Melinda Gates Foundation as part of its Staying Connected grant program. The Staying Connected grants were provided to state library agencies for the purposes of providing technology training and support, as well as hardware and software upgrades, to public libraries.

7.3 What are your performance levels for the key measures of financial performance?

(See: 7.2, Grants & Financial Services Key Results above; Figures 7.2-8 and 7.3, pages 36-37)

7.4 What are your performance levels and trends for the key measures of Human Resource results? (Includes: performance measurement, employee satisfaction, well-being learning and development, employee diversity and retention)

(See Figure 7.4, Human Resource Results, page 37)

Training effectiveness is assessed through the use of a staff development evaluation report form and through one-on-one follow up with an employee's immediate supervisor. The Continuing Education Coordinator tracks the number of training sessions in which staff participate. The State Library utilizes agency-wide surveys to determine effectiveness of training opportunities

and the level of staff involvement. The Employee Performance Management System allows departmental directors to track improvement in performance. For FY 04, staff were involved in 84 training events (internal and external) as opposed to 48 in FY 03. This increase is largely due to training associated with the agency's migration to an upgraded integrated library system.

7.5 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support? Note: For a governmental agency, this question would apply to compliance with laws and regulations other than the agency's central legal mandate. Results of the agency's legal mandate or mission should be addressed in question 7.2.

(See Section II – Business Overview, II.8 – Organizational Structure) The agency adheres to all federal guidelines and regulations that govern its Talking Book Services program. The agency receives consistent Library of Congress, National Library Service for the Blind and Physically Handicapped, site/evaluation visit compliance approval. The State Library also administers all Library Services and Technology Act Funds in accordance with established federal regulations and continues to serve as the Institute of Museum and Library Services administering agency for the State of South Carolina. The agency also complies with occupational safety and health rules and regulations adopted by the SC Department of Labor, Licensing and Regulation.

Graphic presentation for “Category 7 – Key Results” follows—pages 30-37.

Category 7 – Results – Graphic Presentation

Figure 7.2-1a – Customer Services – Citizens with Disabilities (See Key Results, pages 25-26)

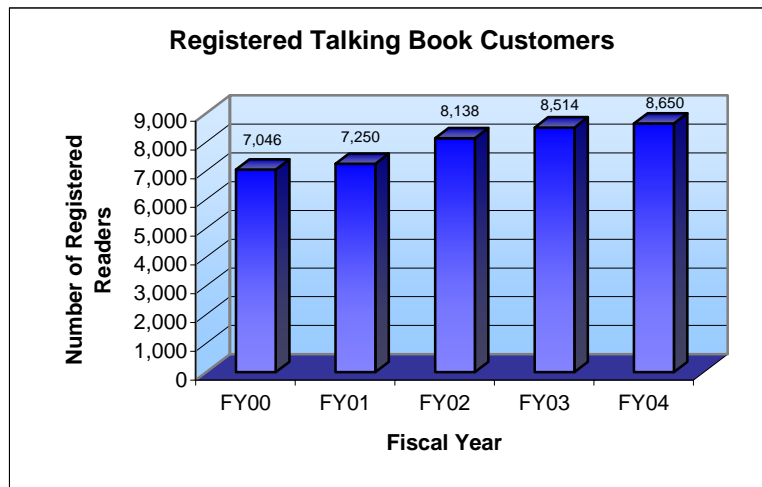


Figure 7.2-1b–Customer Services – Citizens with Disabilities (See Key Results, pages 25-26)

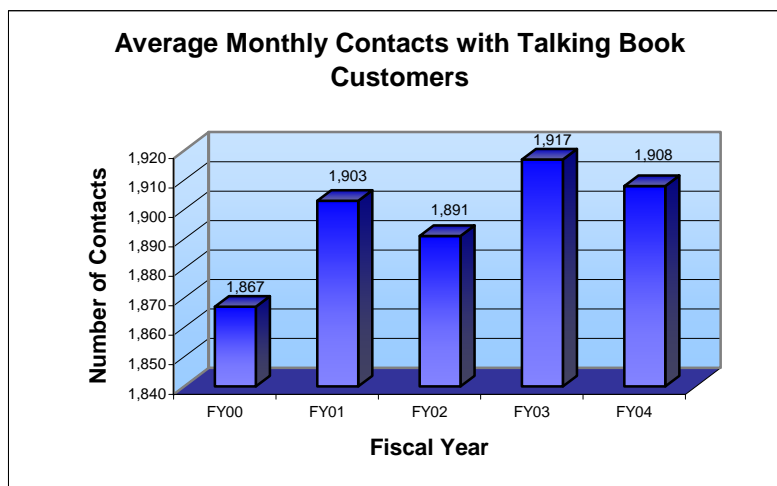


Figure 7.2-1c -Customer Services – Citizens with Disabilities (See Key Results, pages 25-26)

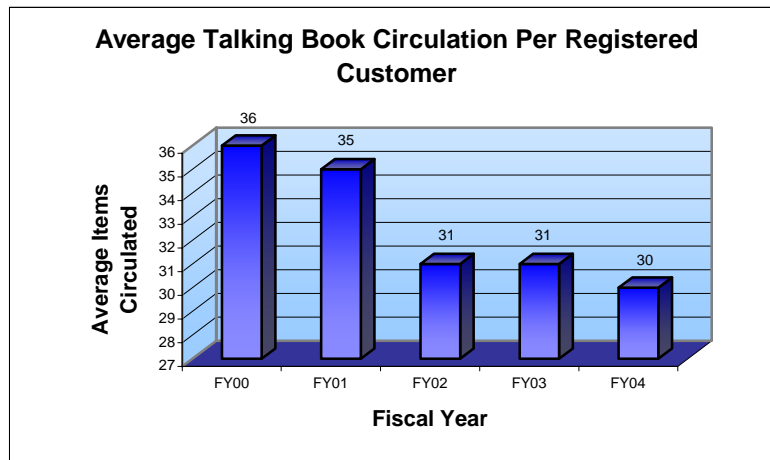


Figure 7.2-1d–Customer Services–Citizens with Disabilities (See Key Results, pages 25-26)

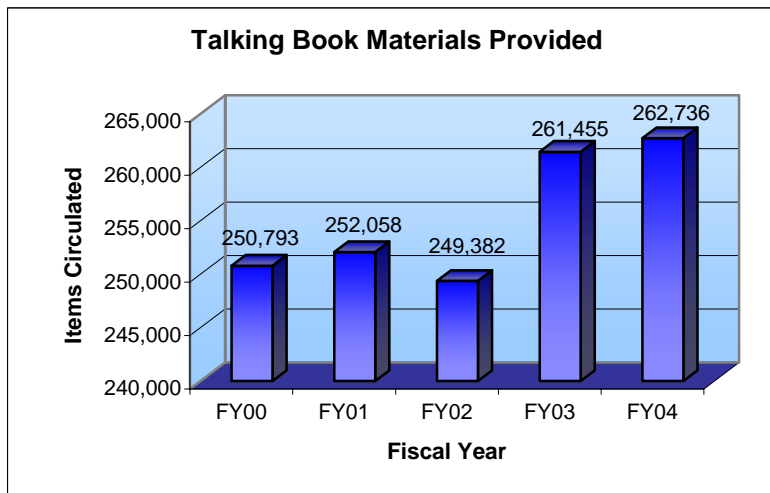


Figure 7.2-2a–Customer Services – State Government and Citizens (See Key Results, page 26)

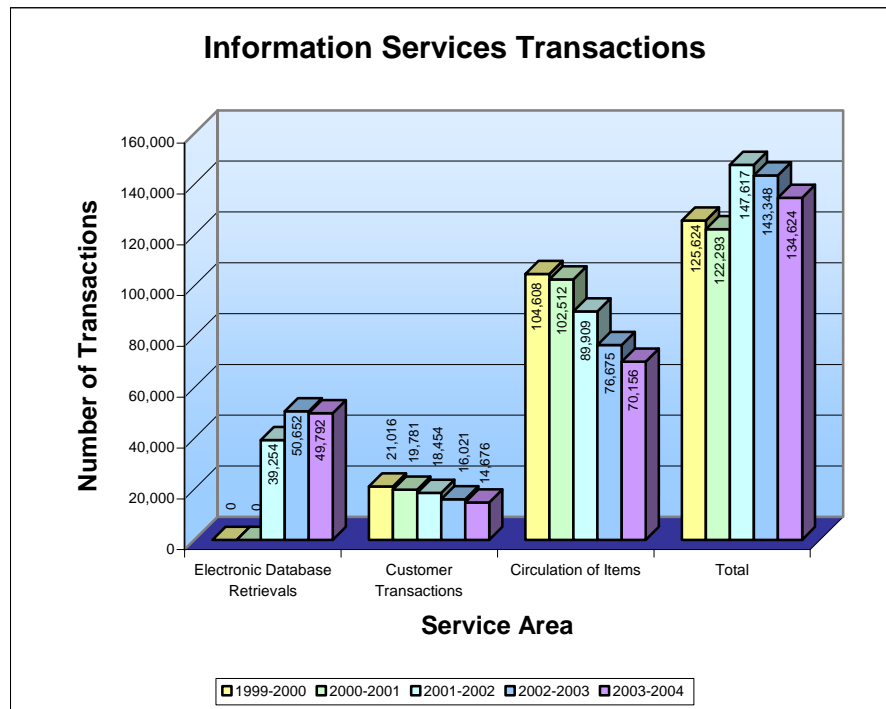


Figure 7.2-2b-Customer Services–State Government and Citizens, (See Key Results, page 26)

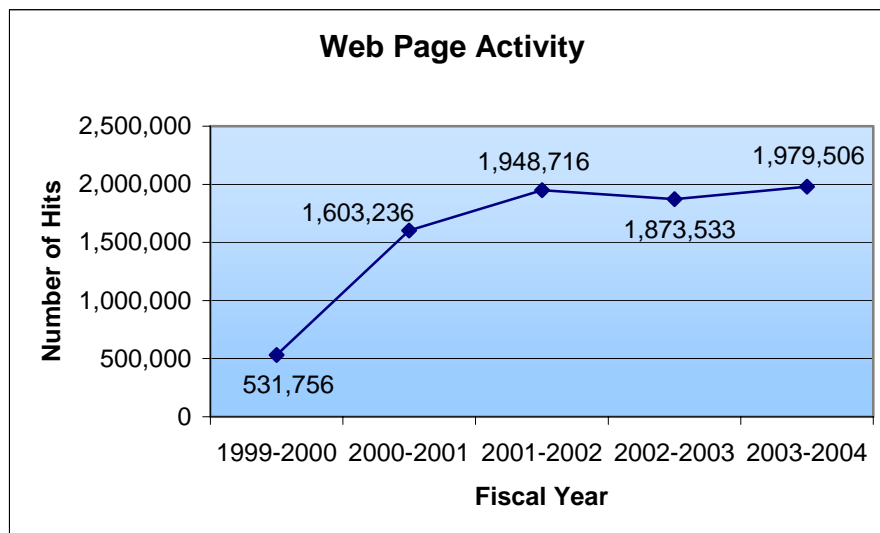


Figure 7.2-3a-Customer Services–DISCUS Services (See Key Results, page 26)

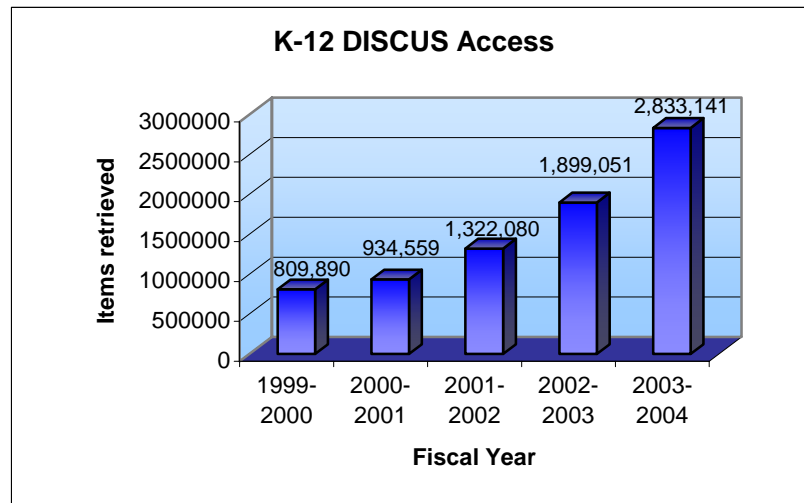


Figure 7.2-3b-Customer Services – DISCUS Services (See Key Results, page 26)

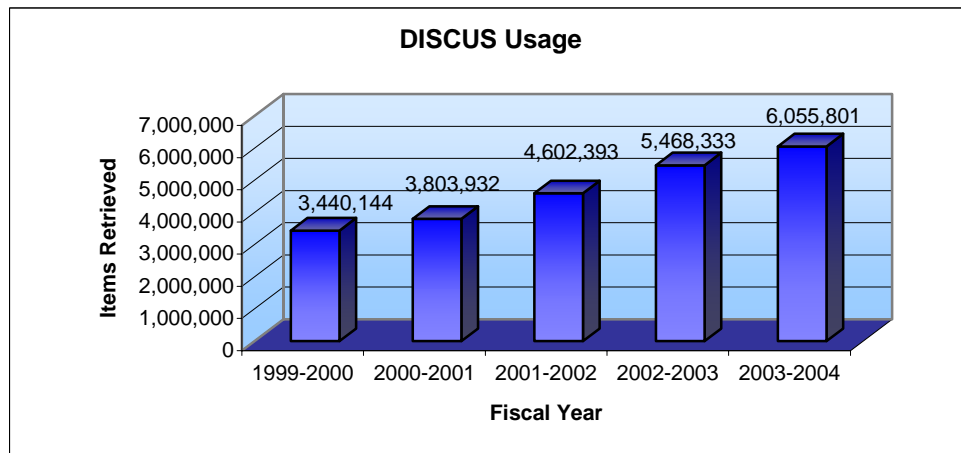


Figure 7.2-3c-Customer Services – DISCUS Services (*See Key Results, page 26*)

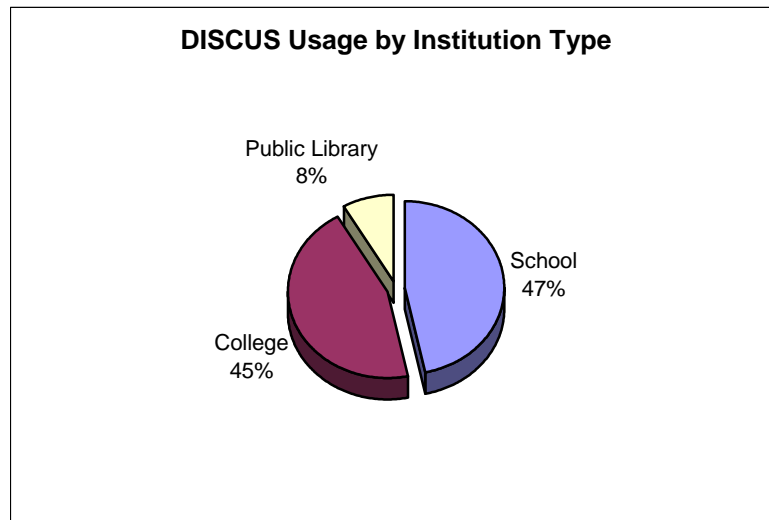


Figure 7.2-3d-Customer Services – DISCUS Services (*See Key Results, page 26*)

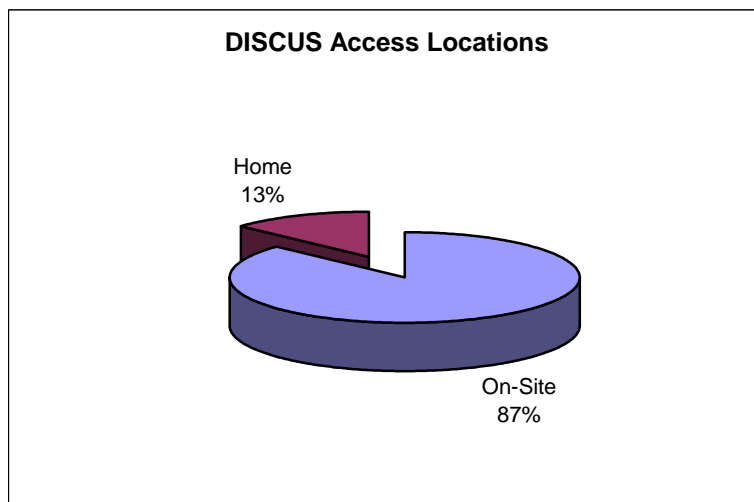


Figure 7.2-4–Customer Services-Children & Youth Services (See Key Results, pages 26-27)

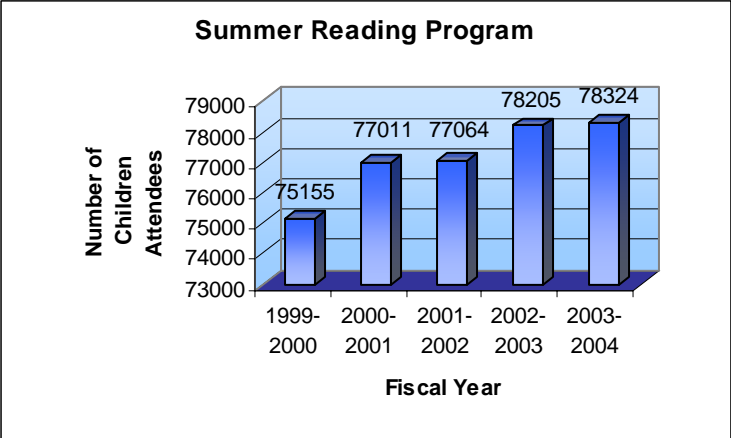


Figure 7.2-5-Customer Services–Library Consultant Services (See Key Results, page 27)

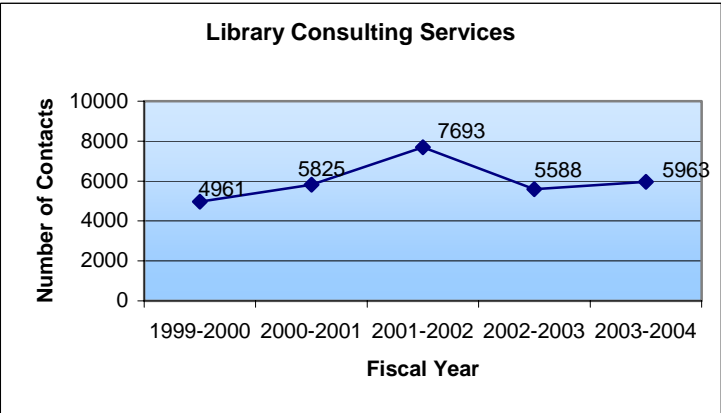


Figure 7.2-6a-Customer Services–Staff Development & Training Services (See Key Results, page 27)



Figure 7.2-6b-Customer Services–Staff Development & Training Services (See Key Results, page 27)

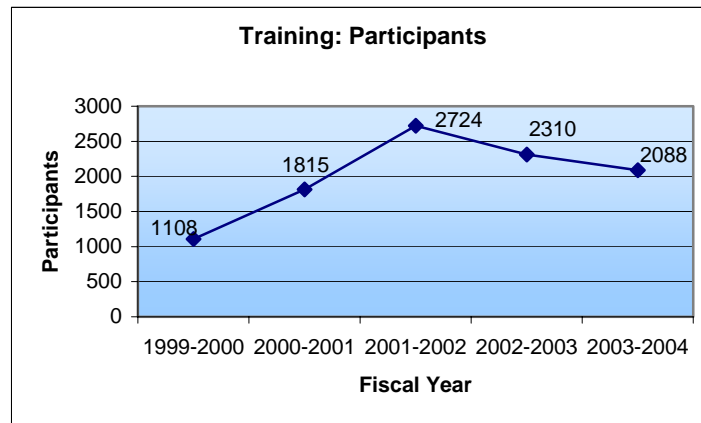


Figure 7.2-7-Customer Services–Collection Management Services (See Key Results, page 27)

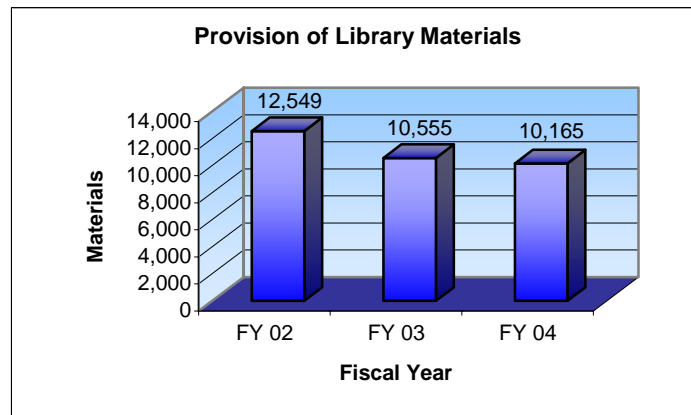


Figure 7.2-8-Customer Services – Grants and Financial Services (See Key Results, page 28)

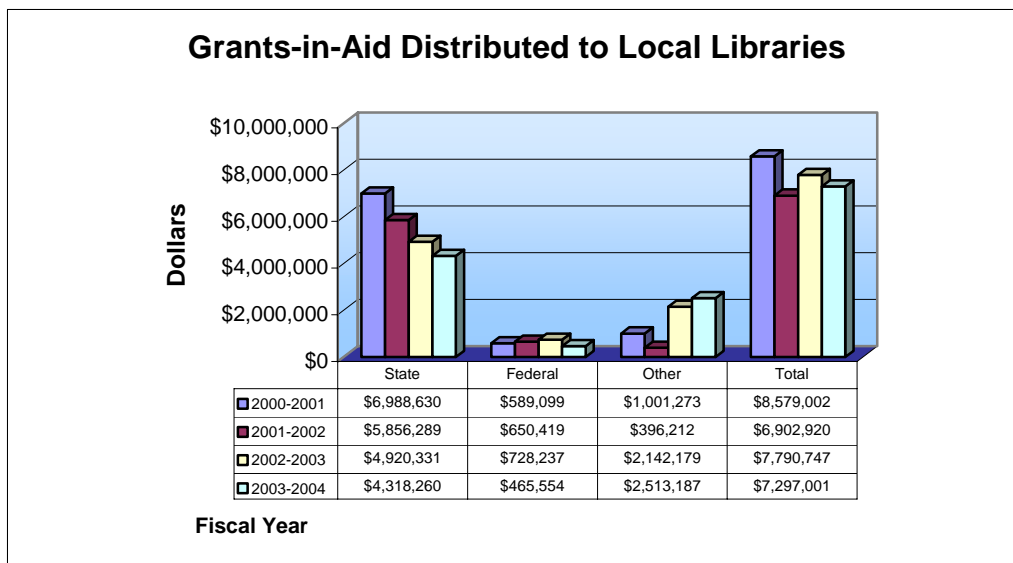


Figure 7.3 – Financial Performance (See Key Results, page 28)

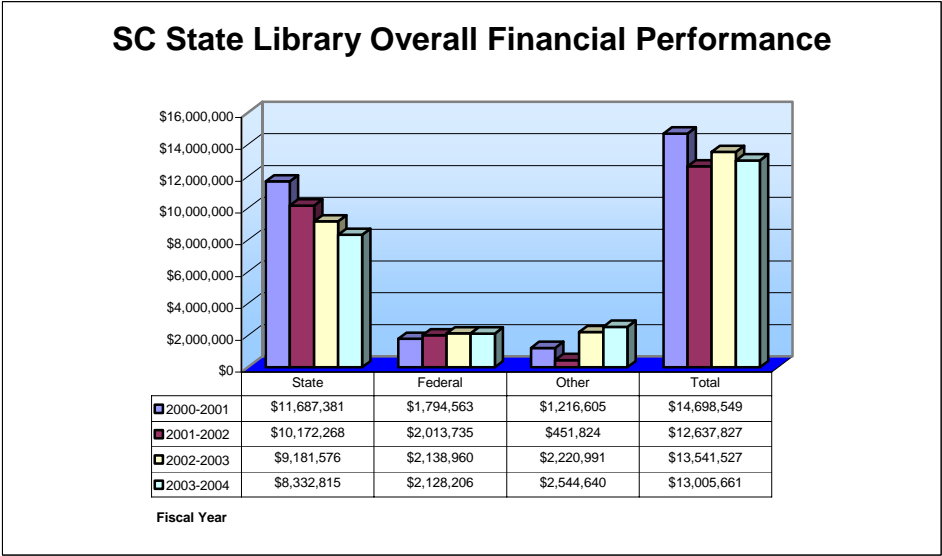
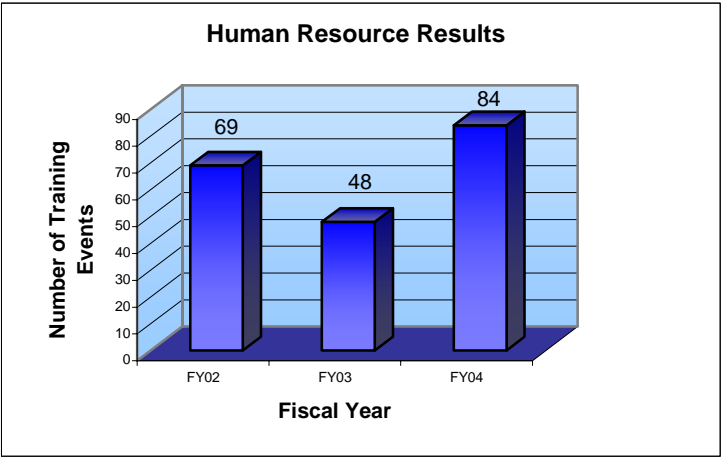
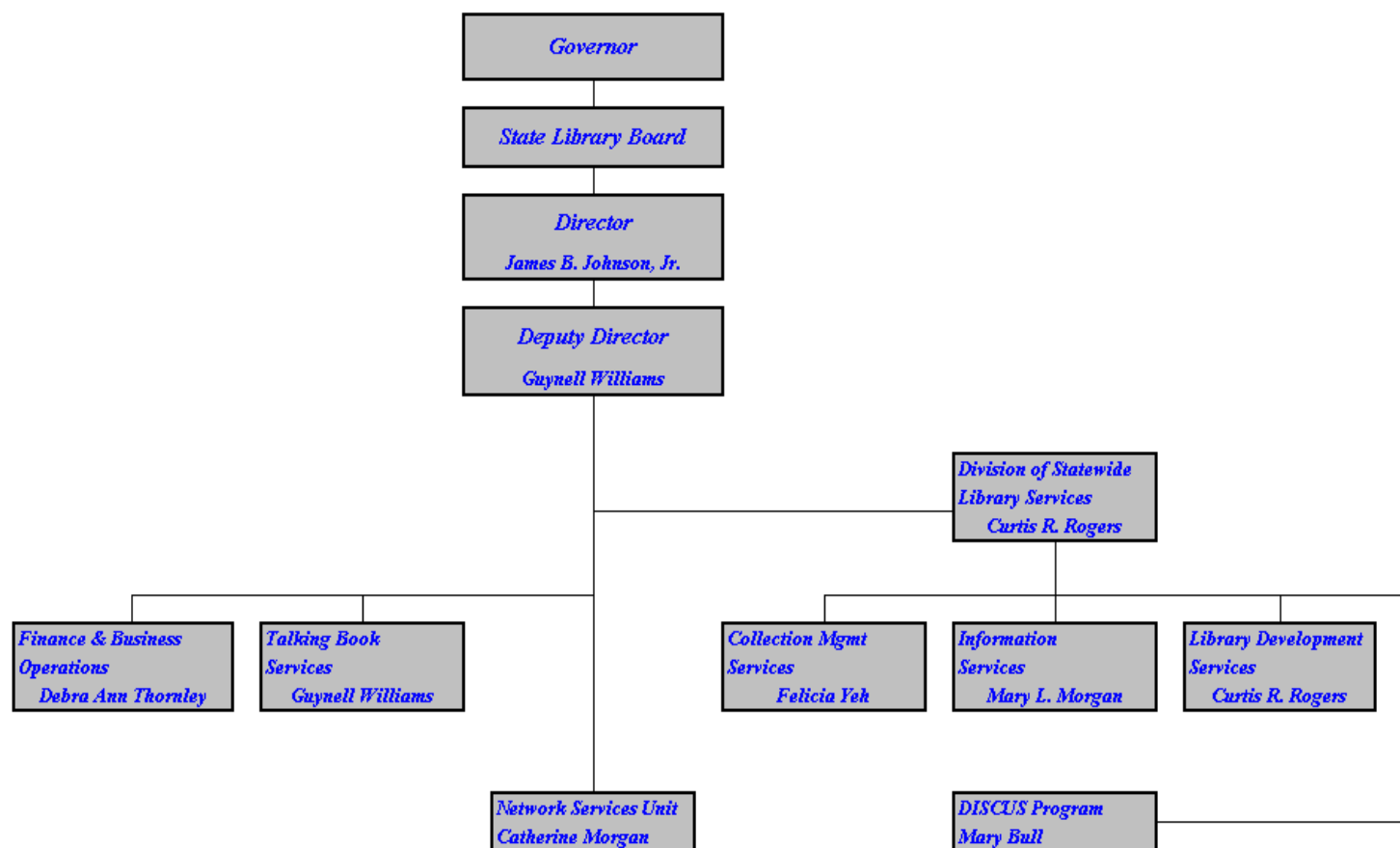


Figure 7.4 – Human Resource Results (See Key Results, page 28-29)



SOUTH CAROLINA STATE LIBRARY ORGANIZATIONAL STRUCTURE



Strategic Planning

Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 03-04 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I & IV Administration & Pass Through	Provide statewide programs/Assist public libraries/Serve as Advocate/Encourage collaboration/Improve agency operations	Attend public library Board meetings; administer state aid/federal grants/lottery; develop agency budget requests; promote library legislation; submit mandated reports; foster partnerships; improve workflow; workforce planning	7.2-8, p. 36;7.2-5, p. 35; 7.3, p. 37; 7.4, p. 37; Key Results, pgs. 27-28, and 7.3:7.5, pgs. 28-29
II Talking Book Services	Provide information resources/Provide accessible information	Complete statewide promotional campaign; enhance online catalog;provide assistive technology (AT);collaborate for AT improvement; enhance summer reading program;provide accessible web site	7.2-1a:7.2-1d (pgs. 30-31); Key Results, p. 25, 7.2
III Network Services	Provide statewide programs/Provide technical assistance/infrastructure to all depts. And program areas	Assist public libraries w/local upgrades, E-rate and technology planning; improve web administration;maintain and improve agency technology infrastructure; Integrated library system upgrade/migration	See all charts 7.2-1a:7.4 (pgs. 30-37); Key Results, Category 7, pgs 25-29
III Collection Management	Provide information resources/Increase use of network	Expand online catalogs;Sirsi migration;provide access to state docs/e-resources;continue preservation tasks;evaluate digitization;develop preservation web page	7.2-7, p. 36 and 7.2-2a, p. 32 and 7.2-1d (p. 31); Key Results, pgs. 26-27, 7.2
III DISCUS	Provide information resources/Enhance DISCUS	Promote; use survey data to select databases;improve K-12 access site;evaluate training;provide training on children's databases;facilitate technical support	7.2-3a:7.2-3d (pgs. 33-34); Key Results, p. 26, 7.2
III Information Services	Provide information resources/statewide programs/improve service to state government;provide web site	Conduct training for state employees;implement remote access;expand email distribution list; investigate virtual reference;improve web site;investigate and implement online ILL request;convene reference/interlibrary loan managers	7.2-2a:7.2-2b (p. 32); Key Results, p. 26, 7.2
IV Library Development Services, CE	Provide statewide programs/Assist public libraries/Coordinate CE Programs/Serve as advocate/Children's Svcs.	Promote/evaluate summer reading program;conduct children's services workshop;implement CE activities for agency, libraries and advocates;promote satellite downlinks;continue Gates Training/evaluate;encourage partnerships	7.2-4, 7.2-5, 7.2-6a; 7.2-6b (pgs. 35-36) and 7.4 (p. 37) and 7.2-8, p. 36, 7.3, p. 37; Key Results, pgs. 26-29, 7.2-7.4

* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.